




The Deputy Secretary of Energy
Washington, DC 20585

April 22, 2013

MEMORANDUM FOR DISTRIBUTION

FROM: DANIEL B. PONEMAN 
SUBJECT: Improving Capital Asset Project Documentation

On February 14, 2013, the Government Accountability Office (GAO) released its updated High-Risk List and narrowed its focus on the Department of Energy to the National Nuclear Security Administration's and Office of Environmental Management's major contracts and projects valued at \$750 million or greater. This is a significant accomplishment. Thank you to all who have worked so hard to make this possible.

While we have made significant progress, we must remain focused and vigilant to continue improving our contract and project management performance. One area that requires further attention is documenting project baselines, changes, and results. The GAO cited numerous project documentation deficiencies in recent reports and we have committed to make improvements. Federal Project Directors, Contracting Officers, and Program Managers are accountable for ensuring contract and project documentation is complete, up-to-date, and auditable.

Project baseline documentation must clearly define the project scope, key performance parameters, and the desired product, capability, and/or result. At project completion, there should be no question whether we achieved the objectives. The policies delineated in DOE Order 413.3B must be followed consistently.

Contracts and management and operations work authorizations must clearly reflect project objectives and scope. Changes, especially to project objectives, need to be executed through a timely, disciplined change control process. Significant changes should be the exception, rather than the norm.

I need your personal leadership to ensure that DOE collectively improves the quality and credibility of contract and project documentation. The DOE Office of Acquisition and Project Management will continue to collaborate with program offices to identify other opportunities for improving acquisition management.



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